

Vol. 20  
No. 2  
April, 2012

Michigan  
Mediates!  
Campaign  
By Donna J. Craig  
"How Lawyers  
Think"  
Book Review  
Page 1-2

Constructing  
the Future of  
Michigan with  
ADR  
By Christopher  
J. Webb  
Page 3

Using ADR to  
Transform the World  
of Healthcare  
By Christopher J. Webb  
Page 4-5

Distinguished  
Service Award  
Nomination  
Form  
Page 6

Nanci S. Klein  
Award  
Nomination  
Form  
Page 7

Upcoming  
Mediation  
Trainings  
Page 8

# The ADR Quarterly

Alternative Dispute Resolution Section of the State Bar of Michigan

**Chairperson:**  
Donna J. Craig

**Other Executive  
Committee:**

**A. David Baumhart**  
Chair-Elect  
**Antoinette R. Raheem**  
Treasurer  
**Robert E. Lee Wright**  
Secretary  
**Richard J. Figura**  
Member-at-Large  
**Kevin S. Hendrick**  
Member-at-Large  
**Charles B. Judson**  
Ex Officio

**COUNCIL:**

**Nina Dodge Abrams**  
**Laura Athens**  
**Earlene Baggett-Hayes**  
**Richard Morley Barron**  
**David Baumhart, III**  
**Anne Buckleitner**  
**Susan Butterwick**  
**Donna J. Craig**  
**Gene J. Esshaki**  
**Richard J. Figura**  
**Kevin S. Hendrick**  
**Catherine A. Jacobs**  
**Charles B. Judson**  
**Paula Manis**  
**Michael Nowakowski**  
**Brian Pappas**  
**Antoinette R. Raheem**  
**Phillip Schaedler**  
**Sheldon Stark**  
**Hon. Cynthia D. Stephens**  
**William Weber**  
**Martin Weisman**  
**Robert E. Lee Wright**  
**Zena Zumeta**

## Michigan Mediates! Campaign

By: Donna J. Craig

*Past Chair of the ADR Section of the State Bar of Michigan*

Over the last few months, members of the Michigan Mediates! Campaign committee have been working diligently to develop the framework for the Michigan Mediates! Campaign. Michigan Mediates! is a non-profit, public education campaign designed to inform Michigan citizens and organizations of the benefits of mediation in resolving disputes and managing conflict. Using a collaborative approach, the media, a website and other resources, Michigan Mediates! will work with non-profit organizations, government agencies, municipalities, school districts, businesses and the public at large.

The first step in bringing Michigan Mediates! to fruition was to partner with a non-profit 501 (c) 3 organization, to enable Michigan Mediates! to pursue grants and tax deductible donations from organizations and individuals. With the assistance of the State Bar of Michigan, the ADR Section partnered with the Dispute Resolution Education Resources, Inc. ("DRER") in Lansing, signing a Fiscal Sponsorship Agreement in February 2012. DRER's dispute resolution focus and 501 (c) 3 status made it a natural partner.

Recently representatives of DRER and the ADR Section met to discuss the finer points of how this partnership will work going forward. In the next few weeks it is expected that the infrastructure for Michigan Mediates! will be established between the ADR Section and DRER, and a Memorandum of Understanding will be signed. Once that is done, members of Michigan Mediates! may begin to apply for grants from a variety of foundations and organizations. Stay tuned for more information on the Michigan Mediates! Campaign. Anyone interested in helping on this innovative venture should email or call Nina Dodge Abrams, [ninadabrams@abramspc.com](mailto:ninadabrams@abramspc.com) (248-546-0900) or David Gruber, [resolve@tds.net](mailto:resolve@tds.net) (517-485-2274). \*\*

## "How Lawyers Think"

BOOK REVIEW

"How Leading Lawyers Think" by Randall Kiser is a rare, inside look at decision making, mediation, negotiation and case evaluation from the perspectives of leading attorneys who have successfully taken thousands of cases to trial and negotiated settlements for their clients. Their collective experience provides engaging, insightful perspectives about how cases are built from the initial client meeting, through settlement negotiations and the factors that impact the presentation at trial. Lawyers, mediators and other professionals in the legal field will find useful insights to become better decision makers, facilitators, and advocates in the justice system.

Randall Kiser created a study group of 78 attorneys from a pool of 8,114, attorneys using a rigorous review process and selected only those who made accurate case evaluations and achieved financially effective results at trial. By conducting in-depth interviews with the 78 leading attorneys, Kiser delves into the intricacies of decision making and analysis of legal claims.

The stories, insights, experiences and values of the study attorneys are masterfully woven into a story that allows the reader to rethink how decisions are made and how cases ought to be evaluated. The book sets out what clients should expect in the way of accurate case evaluation, what advocates should deliver and the dynamics mediators should be aware of as they facilitate negotiations.

The attorneys demonstrate show a deep respect for our legal institutions and show that more than advocacy is needed to be effective. Their reflections are analyzed and collated into four sections: Roles and Responsibilities, Frameworks and Connections, Feelings and Traits, and Techniques and Strategies. Kiser masterfully captures the attorneys' insights, as they reveal how they perceive a case from the initial client meeting, how they devise the case strategy, how they adjust their strategy as new developments occur, the importance of proper legal analysis and fact checking, and the balancing of various factors and competing interests. All this is brought together, and the attorneys describe how the complete package is presented in court to a judge or jury in a compelling manner. Throughout these stages of the process, the study attorneys show a deep sense of responsibility for successful outcomes.

Research from social sciences and experiential learning from the legal profession are presented together to explain how lawyers, clients, insurance adjustors, mediators, judges and juries think and make choices along the litigation trail. Bringing these perspectives in adds crucial data and insights to the analysis.

Determining what a legal claim is worth involves a holistic approach with multiple, ongoing and adaptable considerations and strategies. The study attorneys share the ways in which they stand apart to achieve highly effective results for their clients while engaging in the profession of law in a responsible, respectful, resourceful and resilient manner. They describe their beliefs, values and experiences about successful case evaluation and show how thought is given to decision making from the moment a client walks in the door, through case preparation, mediation and settlement negotiations to the opening and closing statements at trial.

Kiser understands that the traditional analysis of legal decision making falls short of providing an understanding of how masterful advocates make decisions. Attributes such as emotional intelligence, humility, perpetual learning, self-evaluation, creativity and independence are considered in the context of discussion on traditional topics such as liability, damages, judges, juries, experts, mediation, trial tactics and venues. Kiser describes how the best trial lawyers master the art of connecting with jurors and blend compassion with rationality.

"How Leading Lawyers Think" will read like a novel for those who are self-motivated and seeking to enhance their self-awareness and skills, and connect in a meaningful way with all people in the legal system. For those looking for concrete methods to improve their ability to take a client from the initial meeting to a successful outcome, the book provides a complete context to gain insightful perspectives about what really matters. For the attorney who is intrinsically motivated "How Leading Lawyers Think" is an easy read full of ideas that can take their practice to the next level. For those who are extrinsically motivated it's a must read to see how the best achieve excellence and what the payoffs can be.

Readers will take away useful strategies to improve the quality of representation, an understanding of the importance of integrating explicit and tacit knowledge to improve decision making and an understanding of the personal and professional traits that give rise to reputations as advocates who excel. "How Leading Lawyers Think" is a book that can help one deeply understand how anyone involved in conflict resolution can become more self-aware, and connected to others in the world who are affected by conflict, and to help make them better human beings as they do so. ❁❁

---

Monique McKay, LL.B., LL.M. and Robert A. Creo, J.D.

*Monique McKay and Robert A. Creo are partners of Master Mediators LLC and co-founders of The Master Mediator Institute*

# Constructing the Future of Michigan with ADR

*Christopher J. Webb, J.D., FESD, Director*

*The Engineering Society of Detroit Institute*

Michigan's rebirth as an export state is a currently popular topic, especially when connected to revitalizing manufacturing. In order to bring the creators of goods back – and to keep important anchor corporations here – we have to be willing to create an environment in which they can thrive. Ready to literally build this environment is the construction industry of Michigan, from the actual ground-up facilities necessary to manufacture, to the retrofitting of existing facilities, to serving as a model for management-labor relations. Our construction industry is the driver to ignite the reinvention of Michigan.

There are projects in the field, happening right now, that are using Integrated Project Delivery (IPD) and Integrated Delivery (ID) principles. IPD and ID address major hindrances in construction - hindrances that add up to an average of 57 percent wasted crew time. While this is a hearty relief to the parties to individual projects, "ground-up" is a slow method of turning around the effectiveness of an industry connected to an entire state. If Michigan becomes a state where these principles are the standard, there will be a whole new reason for companies to build their facilities here. With facilities come jobs, with jobs comes a robust economy.

The ESD Institute recently completed a report on its Construction Productivity Symposium, out of which came the strongest consensus we've ever seen on what would work to maximize efficiency in the construction industry. Owners, managers, labor, contractors, they all know what works because they've seen it in action on individual projects. The difficulty is mistrust within the industry and across-the-board implementation. As such, the Institute recommends that Governor Snyder appoint a voluntary task force to craft a white paper on industry best practices (with careful consideration given to those that were identified in the Symposium workgroups), which will be implemented on all publicly-funded construction projects. This upper-level mandate is an immediately decisive action which changes the landscape for all Michigan projects. The effect then does *not* take decades to percolate through an entire industry, but rather changes business-as-usual directly, and puts a public face on what is possible in Michigan. While the mandate would be on publicly-funded projects, the effectiveness would be obvious to all building in the private sector as well, highlighting what is possible – and experienced – on major projects in Michigan.

The least complicated way to mandate the use of best construction practices would be within an authority under Michigan law, which could be enacted by legislation.

A link to the Executive Summary Recommendations of this Symposium is located at [http://www.esdinstitute.net/executive-summaries/09\\_ESDI\\_ES\\_Construction.pdf](http://www.esdinstitute.net/executive-summaries/09_ESDI_ES_Construction.pdf)

The Construction Productivity Symposium builds upon the results of past symposia of the ESD Institute. The ESD Institute's Symposium entitled "Building Consensus for Michigan's Integrated Global Freight Hub," published March 9-10, 2011, offered a fortuitous opportunity for the application of this recommendation. All stakeholders either for or against a second bridge across the Detroit River agreed that, unless built without public funds, an authority of some sort is needed for its construction, operation and maintenance. This authority would offer a vehicle for the implementation of best construction practices on a very public, very visible second bridge, if constructed.

On a larger scale, the Institute's Symposium entitled, "The Michigan Green Enterprise Zone Initiative," published March 19-20, 2009 provides a Michigan-wide framework that would optimize the benefits of the cutting-edge application of best practices for construction undertaken by the authority. A key best practice is the application of ADR to construction and other disputes. This, together with the application of other best practices relating to labor, legal, healthcare and other advancements, is the unifier and the enabler for Michigan's economic turnaround, and for the realization of Michigan as an export state of choice. Enabling legislation for this purpose is available at [www.esdinstitute.net](http://www.esdinstitute.net).

We can't just expect businesses to locate in Michigan and bring their jobs with them simply because we have resources and a history of innovation. The best way to prove that Michigan is the place for innovation is to actually innovate. As the globalist Harvard Professor Theodore Levitt put it, "Creativity is thinking up new things. Innovation is doing new things." So, let's now do new things. Michigan's collaborative construction industry is ready and willing if our state serves as the catalyst for this essential, fast-track change. ADR is the driver for the transformation of Michigan. ✱✱

# Using ADR to Transform the World of Healthcare

*Christopher J. Webb, J.D., FESD, Director*

*The Engineering Society of Detroit Institute*

Who isn't convinced that healthcare costs are soaring out of sight?

Just recall Blue Cross Blue Shield of Michigan's recent announcement of a 7% price increase for next year. And for employers, all of this chills new hiring. Why take on more risk? Why keep those employer-sponsored plans that often subsidize 80% of the cost? Why not send an employee to an exchange with perhaps a defined medical credit (much like the switch from defined pensions to 401Ks)? Whether a public or private employer, doesn't it make sense to lower your present costs and eliminate the risk of future unknown ones? The one gotcha -- and it's a big one -- is that offering healthcare is still one of the best ways to attract the best talent. So how can Michigan turn this dilemma to its advantage? How can healthcare become the reason to stay, invest and hire in Michigan?

In our recent "Waste in Healthcare" Symposium, held at The Engineering Society of Detroit Institute, we found that most healthcare professionals agree on what would be the best practices to optimize the administration and delivery of an efficient and affordable healthcare system. The frustration for years has been the means -- the vehicle -- to implement those best practices to lower costs and improve care. Fix the root causes that have driven our healthcare costs up over 9000% since 1960 and everyone knows we will benefit. And if Michigan is the first to do it, we jump ahead of the pack. Worse, a state-wide exchange may only treat symptoms and add another bureaucratic piece to the system. Some states are already gearing up for taxes to cover the bureaucracy. Is the only answer an auction-like portal where you have to buy a product whether you like it or not and have no voice over its quality?

Many countries (and states here like Massachusetts and Vermont) use a public option variation as a single layer of coverage (usually mandatory) to spread the burden. Since the plan is under public control, policy governance may turn into a political football especially in an election year. A fundamental challenge will be identifying sustainable funding by taxes or sovereign debt to maintain services without some kind of rationing. Given the realities of the public purse, some plans permit a citizen to buy a second private layer of coverage to fill in the first layer's gaps. In short, public comes first and then private. Most if not all of these systems have been unable to slow the increase in healthcare costs and continue to fight a defensive battle to contain the increases by triaging the services offered. As costs soar, wealth redistribution becomes a way of life.

## Our Solution: The Michigan Healthcare Authority

Is there a better way? Yes, the results of our Symposium found a better way. It's a two-tier healthcare delivery system that reverses the typical model of a public layer first, private second.

The premise of our two-tier system draws from the model of the Michigan Catastrophic Claims Association (MCCA), a private non-profit, unincorporated association created by the state Legislature in 1978. Michigan's unique auto insurance no-fault law provides unlimited lifetime coverage for medical expenses which result from auto accidents. Due to its unlimited medical coverage mandate, it would have been impossible to quote insurance rates for drivers without the two-tier system. The first layer is defined with limits on our policy that we pay for as drivers. The second unlimited catastrophic layer is paid for by the carriers spreading the risk.

By making the first layer **private** instead of public, we avoid the uncertainties of political risk. Create an authority under Michigan law that is not vulnerable to political intervention. Then define the nature and scope of this first layer with the power of the authority that would be its "owner", with the ability to offer medical insurance to its members based upon the application of best pricing and practices. Employers and individuals would pay premiums for the authority's first-layer of insurance coverage that would have "four corners" of defined benefits that could be priced through competitive bidding in the marketplace. Make the coverage available by choice and not by mandate for those opting into the authority. Since a minority of cases represents the vast majority of cost, the second layer would be "public" for catastrophic or

Continued from Page 4

chronic conditions with unlimited medical benefits that cannot be adequately priced by the market and thus appropriate for a governmental role. This second layer could be financed in part or in whole by block grants through the federal Affordable Patient Care Act. It would pick up when the first layer was either exhausted or not available. The block grant option for qualifying states reduces federal intervention in a state's healthcare offering.

A link to the Executive Summary of the "Waste in Healthcare" Symposium is available at [http://www.esdinstitute.net/executive-summaries/08\\_ESDI\\_ES\\_Healthcare.pdf](http://www.esdinstitute.net/executive-summaries/08_ESDI_ES_Healthcare.pdf)

### The Putting it All Together for Michigan

The work of the ESD Institute's Symposium entitled, "The Michigan Green Enterprise Zone Initiative," published March 19-20, 2009, generated a virtual investment authority based upon labor, legal, and other sovereign attributes created under state law to attract new investment and jobs to Michigan without reliance upon tax and fiscal incentives. By incorporating the healthcare system of the "Waste in Healthcare" Symposium within the Zone, Michigan would create a state-of-the-art investment authority that would proactively address one of the largest cost drivers facing the public and private sectors. In turn, we will enable Michigan's economic turnaround and its realization as the export state of choice.

Using the ADR dispute resolution system of the Zone, its healthcare system could reduce costs and waste, optimize patient care and offer employers the critical ability to attract the best workforce in the world. Enabling legislation for the Zone including its power to procure and offer healthcare for its members is available at [www.esdinstitute.net](http://www.esdinstitute.net).

More is available on our website. Please get involved. Michigan can create the best healthcare system on the planet. Now is the time to do it with the help of ADR. It is only the passage of a few pages of legislation away from reality. ❄️

---

*Since 2002, Christopher J. Webb has been a self-employed mediator, arbitrator, facilitator and trainer practicing in a wide variety of areas ranging from business to public sector disputes. From 1977 to 2002, he was Vice-President and General Counsel for the Jervis B. Webb Company, a closely-held global engineering, manufacturing and construction firm, responsible for the firm's legal affairs and business subsidiary, joint venture and licensee operations in the United States, China, India, Japan, England, Australia, South America, and Europe serving the automotive, airport, defense, distribution, energy, software, technical and other sectors.*

*Mr. Webb presently serves as the Director of The Engineering Society of Detroit Institute ([www.esdinstitute.net](http://www.esdinstitute.net)). He is a past member of the State Bar of Michigan's Alternative Dispute Resolution (ADR) Section Governing Council and its Access, Effective Practices & Procedures, Higher Education, Judicial Access, and Section to Section Task Forces. He is the former chair of the State Bar ADR Section's Michigan Business Mediation Program, past chair of the ADR Committee of the Oakland County Bar Association (Recipient of its 2008 Committee of the Year Award), a Founding & Executive Committee Member of the ADR Section of the Detroit Metropolitan Bar Association, a Master Emeritus of the American Inns of Court, a past Trustee of the Oakland Mediation Center and a member of the Business Law Section of the State Bar of Michigan.*

*Mr. Webb is a mediator and arbitrator with the American Arbitration Association and a member of the Panel of Neutrals of the International Institute of Conflict Prevention and Resolution. He is a contributor and member of the faculty of the Institute for Continuing Legal Education. In 2008, Mr. Webb was the recipient of the State Bar of Michigan 2008 George N. Bashara Distinguished Service Award in the Field of Alternative Dispute Resolution and is a member of the ADR Advisory Board of the Michigan State University College of Law. In 2009, he was awarded the Distinguished Service Award of The Engineering Society of Detroit and inducted into its College of Fellows. He has served as a facilitator regarding the public water policy issues relating to Southeastern Michigan. With extensive experience in mediation and negotiation, he is a frequent speaker and instructor and has authored many articles and other materials in the field of corporate law practice, negotiation, and conflict resolution.*

*The ADR Quarterly is published by the ADR Section of the State Bar of Michigan. The views expressed by contributing authors do not necessarily reflect the views of the ADR Section Council. The ADR Quarterly seeks to explore various viewpoints in the developing field of dispute resolution.*

*For comments, contributions or letters, please contact:*

*Kevin Hendrick  
313-965-8315*

*Toni Raheem  
248-569-5695*

*or Phillip A. Schaedler  
517-263-2832*

<http://www.michbar.org/adr/newsletter.cfm>



**STATE BAR OF MICHIGAN  
ALTERNATIVE DISPUTE RESOLUTION SECTION  
NOMINATION FORM  
“DISTINGUISHED SERVICE AWARD”**

The Distinguished Service Award is presented to an individual, program, or entity at the ADR Section’s annual meeting (October), and is given in recognition of significant contributions to the field of dispute resolution. If you would like to nominate an individual, program or entity, please complete this form and return it to the Chair of the Nominating Committee of the ADR Section (Donna J. Craig [craigassoc@sbcglobal.net]) no later than **June 8, 2012**.

Name of Nominee: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Detail the significant contributions the nominee has made to the field of dispute resolution (Use an attached sheet if needed) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Provide the names and contact information of three (3) individuals who may also address the nominee’s contributions

Name: \_\_\_\_\_ Tel. \_\_\_\_\_ Email: \_\_\_\_\_

Name: \_\_\_\_\_ Tel. \_\_\_\_\_ Email: \_\_\_\_\_

Name: \_\_\_\_\_ Tel. \_\_\_\_\_ Email: \_\_\_\_\_

If available, please attach the nominee’s curriculum vita, and any other information that may help the ADR Section in making a decision on the nomination.

Form submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

**Please return to Donna J. Craig by Fax: 248-681-1677 or email at craigassoc@sbcglobal.net by June 8, 2012**

**STATE BAR OF MICHIGAN  
ALTERNATIVE DISPUTE RESOLUTION SECTION  
NOMINATION FORM  
“NANCI S. KLEIN AWARD”**

The Nanci S. Klein Award is presented to an individual, program, or entity at the ADR Section’s annual meeting (October), and is given in recognition of exemplary programs, initiatives and leaders in the field of community dispute resolution. If you would like to nominate an individual, program or entity, please complete this form and return it to the Chair of the Nominating Committee of the ADR Section (Donna J. Craig [craigassoc@sbcglobal.net]) no later than **June 8, 2012**.

Name of Nominee: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Detail the significant contributions the nominee has made to the field of community dispute resolution (Use an attached sheet if needed) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Provide the names and contact information of three (3) individuals who may also address the nominee’s contributions

Name: \_\_\_\_\_ Tel. \_\_\_\_\_ Email: \_\_\_\_\_

Name: \_\_\_\_\_ Tel. \_\_\_\_\_ Email: \_\_\_\_\_

Name: \_\_\_\_\_ Tel. \_\_\_\_\_ Email: \_\_\_\_\_

If available, please attach the nominee’s curriculum vita, and any other information that may help the ADR Section in making a decision on the nomination.

Form submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

**Please return to Donna J. Craig by Fax: 248-681-1677 or email at craigassoc@sbcglobal.net by June 8, 2012**

## Upcoming Mediation Trainings

### General Civil Mediation Training

The following 40-hour mediation trainings have been approved by SCAO to fulfill the requirements of MCR 2.411(F)(2)(a):

**Bloomfield: June 1, 8, 15, 22 & 29**

*Training sponsored by Oakland Mediation Center*

Register online at [www.mediation-omc.org](http://www.mediation-omc.org)  
or call (248) 338-4280

**Mt. Clemens: June 1, 3-4, 8, 10-11**

*Training sponsored by The Resolution Center*

Call (586) 469-4714 or visit [www.theresolutioncenter.com](http://www.theresolutioncenter.com). Email: [theresolutioncenter@mediate.com](mailto:theresolutioncenter@mediate.com)

**Ann Arbor: June 1-3, 15-17**

*Training sponsored by The Dispute Resolution Center*

Register online at [www.thedisputeresolutioncenter.org](http://www.thedisputeresolutioncenter.org)  
or call (734) 222-3745

**Ypsilanti: September 27-29, October 19-20**

*Training sponsored by Institute for Continuing Legal Education*

Register online at [www.icle.org](http://www.icle.org),  
or call 1-(877) 229-4350

**Grand Ledge: October 25-27, 29-30**

*Training sponsored by Resolution Services Center*

Call (517) 485-2274, or visit  
[www.resolutionsservicescenter.org/training/](http://www.resolutionsservicescenter.org/training/)

### Domestic Relations Mediation Training

The following 40-hour mediation trainings have been approved by SCAO to fulfill the requirements of MCR 3.216(G)(1)(b):

**Bloomfield: May 2, 9, 16, 23 & 30**

*Training sponsored by Oakland Mediation Center*

Register online at [www.mediation-omc.org](http://www.mediation-omc.org)  
or call (248) 338-4280

**Ann Arbor: July 30-August 3**

*Training sponsored by Mediation Training & Consultation Institute*

Register online at [www.learn2mediate.com](http://www.learn2mediate.com)  
or call 1-(734) 663-1155

### Advanced Mediation Training

Mediators listed on court rosters must complete eight hours of advanced mediation training every two years. The following training fulfills this requirement:

**Kalamazoo: May 18**

“Best Practices in Mediation”

Trainer: Anne Bachle Fifer

*Training sponsored by Dispute Resolution Services of Gryphon Place*

Contact: Barry Burnside, (269) 552-3434, ext 3,  
or [bburnside@gryphon.org](mailto:bburnside@gryphon.org)

### Domestic Violence Screening Training

**Bloomfield: May 31**

*Training sponsored by Oakland Mediation Center*

Register online at [www.mediation-omc.org](http://www.mediation-omc.org)  
or call (248) 338-4280 \*\*